

# MISSOURI REENTRY PROCESS



*Report to the Governor*  
2011

## **Introduction**

*Almost 97 percent of the people now in Missouri's prisons will one day be released. Overall, the Missouri Department of Corrections recidivism rate has been declining since 2005, however, for inmates released in 2009, within two years 35% of offenders being released for the first time (excluding parole violators) return to prison; 40% of all offenders released (including parole violators) return within two years. These figures represent progress – for offenders released in 2006 these percentages were greater with 40.5% of offenders being released for the first time returning to prison within two years and 45.3% of all offenders being released returning within two years. These numbers demonstrate a positive change for the state of Missouri and show us that where the challenges are greater, the services are more impactful. The Department of Corrections and partnering agencies are proud of the efforts to date, however, we know that more can be done to reduce this rate of recidivism. For each new crime there is a new victim and new costs to Missouri's communities. The Missouri Reentry Process has been working with partners to reverse the trend of increasing recidivism and make preparation for release and community supervision more effective despite the increasingly difficult economic times. We continue to be committed to building on the foundation of collaborative work that has been done since the outset of the Missouri Reentry Process.*

As directed by Executive Order 09-16 signed by Governor Jay Nixon on March 23<sup>rd</sup>, 2009, the Missouri Department of Corrections continues to lead an interagency steering team for the Missouri Reentry Process.

The Missouri Reentry Process Steering Team meets regularly to work toward integrating successful offender reentry principles and practices into state agencies and communities throughout Missouri resulting in partnerships that enhance offender self-sufficiency, reduce reincarceration, and improve public safety. The report to follow provides the history of the Missouri Reentry Process, a summary of the accomplishments realized through collaborative initiatives in 2011, a summary of challenges the team faced during 2011, a discussion of outcomes to date, and a brief summary of the work that the team will pursue in 2012.

## **History**

Missouri was chosen as the first state to implement a model created by the National Institute of Corrections in 2002. This philosophical framework is designed to improve the offender transition process during incarceration in an effort to increase public safety, diminish new victimization, make efficient use of state and local resources, and to ensure offenders are prepared to be productive, law-abiding citizens.

Based upon analysis of Missouri's quantitative and qualitative baseline data, the Missouri Reentry Process Steering Team identified factors that are highly correlated with successful transition or recidivism and developed strategies to address these factors. These factors included substance abuse, medical and mental health, transportation, education, employment, housing, family, and information sharing. Data reflects that

when these factors are addressed by a comprehensive case management plan with links to the community, offenders are more likely to be successful, thus, communities are safer.

The model indicates the Department of Corrections alone cannot effectively address all issues offenders face upon release into the community. Therefore, by forming strategic and tactical partnerships that enhance offender self-sufficiency and public safety, the mission of the Missouri Reentry Process Steering Team is making a difference in the number of successful offenders in our communities.

## **Accomplishments**

- 1. The Missouri Reentry Process Steering Team continues to demonstrate one of the most extraordinary collaborations in state government.** This team was created in 2002 and has continued to meet bi-monthly over the last nine years. As time has advanced and new initiatives have been pursued, additional agencies have been invited to the table. The dedication and commitment each of the members has displayed has played a large part in the success of the Missouri Reentry Process.

The steering team is comprised of the Department of Corrections, Department of Mental Health, Department of Social Services, Department of Elementary and Secondary Education, Department of Economic Development, Department of Revenue, Department of Health and Senior Services, Department of Public Safety, Department of Transportation and the Office of State Courts Administrator. In addition, membership also includes community organizations representing crime victims, law enforcement, treatment providers, the faith-based community, children of incarcerated parents and any others deemed necessary to accomplish the mission set forth.

The team continues to recognize that without assistance many ex-offenders will fail at leading law-abiding lives when they return home. This can result in new crimes being committed with a huge cost to taxpayers and their communities. Through identified shared resources, the team continues to identify and implement strategies to keep offenders from returning to prison.

- 2. In 2011 an Evaluation Workgroup was developed with representation from the Department of Corrections, the Office of State Courts Administrator, the Department of Mental Health, and the Division of Workforce Development to continue to refine the evaluation process for the Missouri Reentry Process.** The work group began with Facilitation from Richard Stroker with The Center for Effective Public Policy who assisted the team through a meeting designed to identify strengths and challenges in the evaluation process. The team determined that in moving forward with evaluation efforts it will be important that the goals of the work be clarified, the data be easily accessible and interpretable, and that there should be consensus on the definitions of evaluation targets (e.g., target population, reentry, etc.). In 2012 the Workgroup will continue to pursue this effort by surveying Steering Team partners to determine what reentry efforts are being pursued system

wide, what level of evaluation is being pursued and what barriers exist. Upon completion of the survey, the group will finalize logic models to guide evaluation efforts.

- 3. Transitional Housing Units have been implemented in 12 institutions across the state.** All of Missouri's medium and minimum security institutions focus on providing enhanced reentry services to every offender prior to their release through designated housing units, called Transitional Housing Units. The following minimum and medium institutions have successfully implemented at least one Transitional Housing Unit – Alcoa Correctional Center, Boonville Correctional Center, Chillicothe Correctional Center, Farmington Correctional Center, Moberly Correctional Center, Missouri Eastern Correctional Center, Northeast Correctional Center, Tipton Correctional Center, Western Missouri Correctional Center, Western Reception, Diagnostic and Correctional Center, and Women's Eastern Reception, Diagnostic and Correctional Center. The offenders enter a Transitional Housing Unit approximately six months prior to release and receive various services including, but not limited to, the following: academic and vocational education; obtaining identification; cognitive restructuring; mental health, medical and substance abuse treatment with continuity of care into the community; education on faith-based support; employability and life skills; employment services; information regarding child support; education on strengthening family relationships and pro-social community participation; Impact of Crime on Victims class; and other areas identified as critical to offenders' success. It is of note that the THUs have expanded to deliver enhanced reentry services throughout the institution at Chillicothe Correctional Center and Moberly Correctional Center.

The maximum level institutions are providing pre-release services to offenders being released from those facilities. Due to the small number of releases from these institutions it is an inefficient use of resources to create specific units, however, every offender received in the Missouri Department of Corrections is assessed and a Transitional Accountability Plan (TAP) is developed to focus on their needs and liabilities while incarcerated and transitioning. These TAPs are intended to help address and change criminal behavior and criminogenic needs such as antisocial attitudes, values and beliefs, low self control, associates, substance abuse, leisure/recreation, family, education, and employment.

- 4. Missouri Reentry Process continues as a national model.** The Missouri Department of Corrections along with the Missouri Reentry Process Steering Team provides consultation and mentoring in reentry and best practices to other states. Representatives from the team are often called on to present best reentry practices across the nation.
- 5. Missouri Reentry Process Community Steering Teams have expanded across the State of Missouri.** Forty Missouri Reentry Process (MRP) Community Steering Teams have been established across the state. The community teams are comprised of representatives from community organizations, local and state agencies, faith-based

organizations, Probation and Parole, local law enforcement, judiciary, local businesses, treatment providers, victims, ex-offenders and correctional staff. Each community steering team collaborates on the application of Missouri reentry principles in their community. The goal of community steering teams is to identify the needs of offenders (i.e. housing, employment, transportation, access to treatment etc.) within their community and partner to meet those needs, making their community stronger in the effort.

6. **The Department of Corrections, in collaboration with the Department of Social Services and the Department of Mental Health has expanded the pre-release Medicaid application process.** This process allows Department of Corrections staff to assist the most disabled offenders to apply for Medicaid 90 days prior to the offenders' release and offenders are notified within three days of their release from prison if they qualify for Medicaid benefits. Since October 2007, nine institutions have assisted chronically disabled offenders in applying for Medicaid prior to release. With the change in the economy, however, it has become more difficult for individuals without a funding source to receive needed community medical, mental health and substance abuse services. In 2010, partners undertook the challenge of expanding the capacity to assist offenders in need of medical and/or mental health services after release from incarceration with a pre-release Medicaid application process. To address this challenge, an interagency team was established that included the Department of Mental Health, Department of Social Services and the Department of Corrections. This team was tasked with developing a plan to expand the current Medicaid project to additional target groups [pregnant women, individuals 65 years of age and older, individuals under 19 years of age, individuals who are blind] in all institutions. In January 2011 expansion was implemented and all institutions began facilitating pre-release applications. Between January 2011 and the end of September 2011, 443 applications were submitted and 240 were approved for Medicaid, a successful application rate of 55%. It is anticipated that in 2012 this process will become more refined and additional measures of quality assurance and outcome will be jointly developed.
7. **The Department of Corrections continues to partner with the Missouri Veterans Commission and the Department of Veterans Affairs to ensure incarcerated veterans are aware of benefits and are able to receive assistance when transitioning back into the community.** Approximately 7.5% (2,251) of incarcerated offenders have identified themselves as veterans in the Missouri Department of Corrections. The Incarcerated Veterans Reentry Coordinators provide presentations to incarcerated veterans during the transitional phase of their incarceration to advise them of services and resources available and assist with completing applications for benefits and services.
8. Historically, offenders were released from prison without identification needed to obtain employment, rent an apartment or apply for benefits. **Through the Department of Corrections' partnership with the Department of Revenue, staff**

**are assisting offenders to obtain state identification cards in all prisons prior to release.** In 2011, the Department of Revenue issued more than 2,692 state identification cards to incarcerated offenders nearing release. The number served and the partnership continue to grow. The Department of Revenue is currently enhancing their services and equipment statewide and as a result, the Department of Corrections will be purchasing new equipment from the Department of Revenue to ensure compatibility with the upgrades for continued collaboration. It is anticipated that this change will enhance the number served due to the improvements in equipment in the institutions.

- 9. The Department formed a partnership with the Department of Health and Senior Services to assist offenders with obtaining birth certificates prior to release.** Currently all institutions are assisting offenders with this process. In 2011, staff assisted more than 6,240 offenders in obtaining their Missouri Birth Certificates and more than 2,416 offenders in completing applications for out of state birth certificates. This represents an increase from 2010 for both in state and out of state birth certificates. Providing identification aids offenders in obtaining employment, housing, and other needed services.

- 10. The State of Missouri was awarded additional funding through the United States Department of Justice under the federal Second Chance Act to support collaborative efforts to reduce recidivism and improve public safety.** The Missouri Department of Corrections was awarded an additional \$412,355 for year two of the Second Chance in Action (SCIA) project for a two year project total of \$870,291. The Department of Mental Health, the Department of Social Services, and University of Missouri Extension are key partners in the project which targets moderate and high risk women returning to rural southeast Missouri. Women returning to rural Missouri often face challenges in transition due to diminishing resources and limited ability to address unique barriers. The innovative transition model draws upon research to intensify case management, improve employment outcomes and housing opportunities, and enhancing family reunification for the target population. Through 2011, SCIA had enrolled 40 of the 104 women it will serve in two years. While the unemployment rate for offenders in this area is between 40%-48%, the rate for SCIA participants able to work was 28%. To date none of the participants have returned to prison and valuable relationships have been established or strengthened among the Department of Corrections, local community partnerships, and various stakeholders including service providers, employers, and the faith community. These relationships are expected to impact recidivism rates and public safety long after the grant expires.

The Missouri Department of Corrections (MDOC) has continued its strong partnership with the Office of the State Courts Administrator (OSCA) which was also awarded additional Second Chance Act funding in the amount of \$338,819 for a total of \$684,841 to fund the innovative OnTrack Reentry Court for two years. The Boone County specialty court is designed to improve transition outcomes through the provision of integrated case management including housing, substance abuse

treatment, and intense employment support. To date a 4.5% increase in full time employment rates has been obtained with OnTrack participants over others in the same district that are not in the program. At the end of 2011 OnTrack had enrolled 60 of the 200 people it is projected to serve. In the coming year OnTrack will serve as a pilot for the RANT, an assessment tool designed to assist in targeting appropriate correctional and treatment services to participants.

- 11. The Department of Corrections has contracted with The Kansas City Crime Commission (KCMCC) to provide post-release wrap around services to offenders returning to the Kansas City area.** In 2011, KCMCC was awarded a contract to provide post release wrap around services to offenders in the Kansas City/Jackson County area. The services include goal plans that support the Transition Accountability Plan; one-on-one assistance from experienced case managers; access to classroom training to assist with personal goals; information and referral to meet basic needs and personal goals; and, staffing(s) with Parole Officer, participant, the Kansas City Police Department, Second Chance Staff and other relevant parties, as requested by Parole Officer. The KCMCC is developing a mentoring process to help the participants in this program.
- 12. In partnership with The Missouri Department of Economic Development and the Division of Workforce Development, the Department of Corrections is addressing employment pre and post-release.** Valuable information and supports are provided to offenders in prison and in the community. Specially designated representatives from DWD visit the prisons to share the “Career 101” presentation detailing what to expect, and what services are available at the career centers after release. Additionally, kiosks are provided in all institutions which allow offenders to access information about jobs. Employment information is accessible through the Division of Workforce Development web based labor exchange service at [www.missouricareersource.com](http://www.missouricareersource.com) which enables an offender to search and plan for viable employment prior to release. Some Missouri Career Centers have been part of Second Chance Act funding through their local MRP group to provide training and job opportunities for those who have recently been released from prison. These efforts provide connections and opportunities not otherwise available.
- 13. The Department of Corrections continues to support faith based reentry programs as an option for interested offenders.** Previously the InnerChange Freedom Initiative operated at Women’s Eastern Reception, Diagnostic and Correctional Center (WERDCC) and Algoa Correctional Center (ACC). Due to deficiencies in private funding nationwide, the program was phased out in Missouri and a number of other states. This option continues to be supported through the The Beauty for Ashes program at WERDCC and the Prisoner Discipleship Community program at ACC. Both of these new programs include pre and post release case management which include support networks within the outside faith communities.

**14. The Department of Corrections partners with the Department of Mental Health to provide continuity of care, from prison to the community, for seriously mentally ill offenders.** Prior to release, the Department of Corrections refers seriously mentally ill offenders to the Missouri Coalition of Community Mental Health Centers. This is called the “MH-4 Project.” The Coalition links the offender to mental health services in the community in which he/she will reside. The project provides for 90 days of psychiatry services, 90 days of psychiatric medication, and up to a year of case management services. This ensures no interruption in treatment when the offender returns to the community. Since the initiation of this program, recidivism among the seriously mentally ill has dropped significantly. The two-year return rate for seriously mentally ill offenders released in FY08 was 25%, which is now lower than the rate of return for offenders without serious mental illness. The two-year return rate for mentally ill offenders released in FY2009 was 26%, indicating that the program continues to have a positive impact on recidivism. A separate program, The Community Mental Health Treatment (CMHT) Project, accepts referrals from Probation and Parole officers. The CMHT Project temporarily subsidizes mental health treatment for offenders under supervision who have no other means of paying for services. Offenders on parole who complete this program return to prison at a rate of 14.8% within 1 year. In 2011 approximately 1,100 offenders were served in this program. Neither the MH-4 or CMHT projects uses taxpayer dollars—all funding comes from offender supervision fees, and these fees are reinvested in treatment programs with the goals of improving access to treatment, improving public safety, and reducing recidivism.

**15. The Department of Corrections issued contracts to local community organizations that provide reentry services to offenders under the jurisdiction of the Department of Corrections.** In August 2011 the Department of Corrections awarded the fourth round of community reentry contracts, consisting of approximately \$1.8 million dollars, to 40 community based agencies across the state. In FY12 (Round 4) the appropriation for community reentry contracts was changed from being supported by the inmate revolving fund to general revenue, and was reduced from \$3,000,000 to \$2,000,000 with awarded contracts made in amounts of up to \$50,000. The purpose of the community reentry contracts is to address the needs of individuals under the supervision of Probation and Parole by providing the tools they need to be successful, law-abiding citizens. Services provided through these contracts include housing, transportation, basic essentials, employment, mental health and substance abuse treatment, academic and vocational education, and family assistance. The Missouri Department of Corrections has contracted with the Institute of Public Policy, Truman School of Public Affairs at the University of Missouri since the inception of the Initiative. The MU team serves as the funding managers and evaluators of the Community Reentry Funding Initiative. The MU team also provides technical assistance and guidance to agencies from the initial award through final reporting. Evaluations have been completed the last two years and are showing promising outcomes towards reduced recidivism and enhanced public safety.



**16. The Department of Corrections, in partnership with the Family and Community Trust – Community Partnerships, University of Missouri – 4-H Life, Big Brothers Big Sisters – Amachi, ParentLink, Volunteers in Service to America and Story Link, have designed the Parenting from Prison Initiative.** The ultimate goal of this initiative was to end the cycle of intergenerational incarceration by strengthening the relationship between the incarcerated mother and her child(ren). Through the strong collaborative relationship between the Department of Corrections, the Family and Community Trust (FACT) and their network of Community Partnerships, wrap-around services were provided for children and their caregivers in the community. While the project pilot phase has concluded, the supportive work that was provided by the Community Partnerships involved in the project will continue in the community. At the conclusion of the project, eight mothers graduated from the Women's Eastern Reception, Diagnostic & Correctional Center (WERDCC); six were released within the 2-year pilot project back into the community; five were transferred to Chillicothe Correctional Center for medical, security and other reasons; five were removed from the pilot project due to new criteria placed upon the pilot project; and seven voluntarily terminated from the program after a few months. During these two years of the pilot project the team saw both successes and challenges. One of the significant accomplishments realized was the development of an integrated system of Parenting from Prison resources aimed at improving the quality of the relationship between offenders and their children. This system encompasses many of the parenting resources available in the community and correctional institutions. The strong collaborative relationships among partners are an essential element of ensuring that this system is possible, and this support assisted in continuing to strengthen the network. Other accomplishments include the provision of group therapy and one-on-one therapy sessions with the women around parenting, the implementation of MovieLink, the exploration of enhancing Virtual Visits, the women doing personal journaling around their parenting issues, and the investigation of the potential to utilize a web-based module to manage the cases of offenders and their families to facilitate enhanced communication among partners. The University of Central Missouri will be doing a formal evaluation of the pilot project in 2012. A publication on the entire project will follow the release of the evaluation.

**17. The Department of Corrections continues to contract with Big Brothers Big Sisters of Eastern Missouri to provide mentoring services to the children of incarcerated parents.** As of July 1<sup>st</sup>, 2011, a total of 1,116 Amachi matches were being served in the state of Missouri. From July 1, 2010 through June 30, 2011, Missouri Big Brothers Big Sisters agencies recruited 2,930 new volunteers to serve children affected by incarceration, made 677 referrals for additional family assistance, and held 101 match activities for Amachi matches statewide. Additionally, Big Brothers Big Sisters reports that 94.8% of Amachi Littles reported experiencing a sense of parental trust and 92.4% of Amachi Littles reported having positive educational expectations. Further, 98.1% of Amachi Littles avoided the Juvenile Justice system, 97.9% avoided substance abuse and 99.8% did not become teen parents. Big Brothers Big Sisters also reports success with Amachi matches in the

Eastern Missouri region. At the end of the 2010-11 school year, 71.6% of the Eastern MO Amachi Littles had a C or above in reading and 78.4% had a C or above in math.

- 18. The Department of Mental Health completes the first year of the Access to Recovery grant program.** The Department of Mental Health received its third Access to Recovery (ATR) grant from the Substance Abuse and Mental Health Services Administration in September 2010. Offenders returning to the community are a priority population for Missouri's ATR program. During the first year of implementation, 791 offenders in reentry and 2,088 individuals on probation or parole received supportive services to assist them in rebuilding a life in the community. The grant provides funding to 44 community and faith-based organizations in four areas of Missouri. It supports an array of services for individuals recovering from alcohol and drug addiction including individual and group counseling, spiritual and recovery support, case management, day care, family counseling, transportation, employment readiness, and recovery housing. These supports are critical to achieving and maintaining healthy and productive lifestyles that are free of substance use and abuse.
- 19. The Department of Mental Health and The Department of Corrections partner to implement an early intervention pilot in four areas of the state.** The Department of Mental Health and Department of Corrections partnered to deliver a new *early intervention* service for offenders who do not meet the criteria for admission to substance abuse clinical treatment, but are showing signs of abuse or have been identified as having problematic use without signs of tolerance, withdrawal, or serious abuse. The intent of the early intervention program is to: 1) address problem, *sub-clinical* substance use issues; 2) prevent serious substance abuse issues in the future; 3) reduce the need for more costly clinical treatment; 4) reduce recidivism rates; and 5) reduce waiting lists for clinical assessment and treatment services. This new service is being piloted in St. Louis County and City, and the southwest and southeast regions of Missouri. The project will be evaluated to determine its effectiveness in meeting the identified goals. If it is determined to meet the needs of offenders and is cost beneficial, the early intervention service will be implemented statewide.
- 20. The Department of Corrections and Department of Mental Health partner to identify a new substance abuse treatment service referral process for high risk individuals.** The Department of Corrections (DOC) and Department of Mental Health will be implementing a new referral process in 2012 for individuals under supervision whose substance use presents a high likelihood for recidivism. The DOC population is already a priority for state-contracted substance abuse treatment programs, however, this new criteria will ensure those who present the greatest risk for repeated criminal behavior and continued substance use will receive an immediate clinical assessment and placement in an appropriate level of treatment. Research indicates that high risk offenders who receive immediate, ongoing services in the community have a greater likelihood for a successful reentry.

- 21. The Department of Corrections continues a partnership with the Social Security Administration which allows institutions to assist offenders with obtaining a replacement social security card prior to release.** Ensuring offenders have a social security card when released from prison directly impacts their ability to obtain employment.

## **Challenges**

Although many accomplishments have been noted, the Missouri Reentry Process Steering Team continues to face challenges and barriers in implementing reentry practices and principles on a statewide level. Through the work of the MRP Steering Team Evaluation Workgroup, more clarity will be gained on the scope of the challenges and progress that has been made.

1. The most acknowledged barrier is the **inability to share information electronically** with our partnering state agencies. It has been noted that many offenders who are under supervision of the Department of Corrections are also receiving or have received services from our partnering agencies. Unfortunately, duplicative efforts continue to occur in the assessment and planning stages when agencies cannot effectively share information. Advances in technological resources and incompatibility of computer databases have hindered information sharing between state agencies. The Missouri Reentry Process Steering Team continues to work on individual strategies to address the information sharing challenge.
2. While the hallmark of acting in accord with the philosophy of evidence based practice in corrections and reentry is using research and data in an objective and balanced way to inform the manner in which we approach our work, make decisions, collaborate with our partners and develop our organizations, another major component of successful offender reentry is having the **resources available to provide necessary treatment to offenders while incarcerated, while on community supervision and after completion of their sentence.** An offender cannot successfully reenter society without treating criminogenic needs, the issues that relate to criminal behavior, such as finding safe stable housing, sustained employment, pro-social support, etc. These treatment options include substance abuse services, academic education, vocational education and mental health services. The consequences of the economic decline on the Department of Corrections and partnering agencies have impacted, and continue to have the potential to impact, offender reentry efforts. The MRP Steering Team will continue to communicate and problem solve to overcome these fiscal barriers. Adequate funding will always be an issue, however, the Department of Corrections has worked, and will continue to work, with partners to pursue alternative funding to sustain and restore these treatment options.
3. **The MRP Steering Team and Department of Corrections continue to work to change the community and organizational culture around reentry principles and practices.** Significant progress has been made, however, we continue to

educate and empower the community and partners within and outside of our organizations in their role in offender risk reduction and reentry and to build understanding of how critical their services and supports are to the 97% of incarcerated offenders returning to the community. State and local collaborative efforts continue to be successful in building systems of community support to enhance offender success and ultimately public safety. Internally, Department of Corrections staff continues to learn and stay engaged with skills that are vital in preparing offenders for society to enhance public safety.

## **Outcome Measures To Date**

An outcome study of offenders released after spending five months or more in a Transitional Housing Unit where intense pre-release services are provided has been completed by the Department of Corrections Research Unit. The study found that across the last five years, for offenders being released for the first time those who received services in a Transitional Housing Unit for five months or more evidenced a decrease in recidivism after two years that has ranged from two to four percent lower than offenders who were not housed in a Transitional Housing Unit for five months or more. Of all offenders released, including offenders who have already failed their parole, the decrease evidenced ranged from five to nine percent. These data again affirm that the services are more impactful for those who have had more challenges to success and indicate that the offenders who are receiving the transitional services are not committing new crimes and not receiving violations while on parole at the rate of those who are not receiving these services.

The results continue to be encouraging. As the number of offenders who go through the reentry process increases and the time from release increases, the reentry process has the potential to significantly reduce the number of offenders being returned to prison. As Missouri moves forward with the Missouri Reentry Process, all offenders will receive reentry services prior to release.

## **Goals For 2012**

1. The MRP Steering Team Evaluation Workgroup will survey partners to determine what reentry efforts are being pursued system wide, what level of evaluation is being pursued and what barriers exist. Upon completion of the survey, the group will finalize logic models and design evaluation efforts to measure outcome and impact and inform next steps.
2. Continue data reviews to ensure the reentry philosophy is positively impacting recidivism.
3. Further identify barriers to reentry and recommend system, policy and practice reforms to make reentry more successful for individuals going home from prison and/or under community supervision with the Missouri Department of Corrections.

4. Continue coordination within the Missouri Reentry Process Steering Team to ensure federal, state and local resources are used most efficiently to reduce duplicative efforts and maximize the effectiveness of existing resources.
5. Further identify best practices and promote them at a state and local level.
6. Continue to seek and incorporate the experience and perspectives of local Missouri Reentry Process (MRP) Community Steering Teams into the work of the state level MRP Steering Team.
7. Continue to provide technical assistance to other states as they incorporate reentry into their Departments of Corrections.

## **Closing**

The year 2011 was a productive one for the Missouri Reentry Process (MRP). We were successful in establishing new, and strengthening and expanding existing, partnerships to provide more services to promote offender success and enhance public safety. Outcome data supports the assertion that the Missouri Reentry Process is indeed making strides towards our mission, and the MRP Steering Team began the process of building on a solid foundation of evaluation efforts.

Strong collaborative partnerships among MRP Steering Team member agencies comprised the foundation of success in securing additional funding for two Second Chance Grants for Missouri. Exciting new efforts have been put into place including partnership between the Department of Mental Health and The Department of Corrections to pilot a new referral process to address substance abuse treatment for high risk offenders and an early intervention treatment project for offenders with difficulty in the area of substance abuse. In the context of this purpose, these projects will assist us in furthering the mission of the MRP Steering Team to integrate reentry principles and practices in state agencies and communities resulting in partnerships to enhance offender self-sufficiency, reduce re-incarceration, reduce cost associated with recidivism and improve public safety.

During 2012, we will welcome our new members and work together to examine our current efforts and determine how to best continue to build upon the strong foundation of collaboration and accomplishment that is represented by the history of the MRP Steering Team. We will continue to support local Missouri Reentry Process Steering teams as they strengthen community partnerships on a local level and look forward to providing support and technical assistance as needed. We will also continue to share our expertise with other states as they move forward in their reentry efforts.

The next report on progress of the Missouri Reentry Process will be submitted in January 2013. Should you have any questions, please contact the Director of the Department of Corrections, George Lombardi at (573) 751-2389.